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## PROFESSIONAL EXPERIENCE

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**Congressional Liaison Specialist (GS - 14)** - U.S. Environmental Protection Agency (EPA) – Office of the Administrator, Office of Congressional Affairs (OCA), April 2013 – Present, Washington, D.C.

### Liaison Responsibilities

Act as a liaison between congressional staffers and technical staff in EPA's Office of Air and Radiation (OAR) on issues related to air and climate policy, including the Clean Power Plan (CPP), which is aimed at reducing carbon pollution from power plants. Communicate and interpret EPA air policy to congressional staffers in both the personal offices of members and to committees with jurisdiction over EPA. Develop notification and roll-out plans to inform congressional staff of major agency actions (i.e., rule proposals and finalizations) and serve as their initial and primary point of contact on these issues. Responsible for taking the lead on coordinating interaction and communication between EPA technical staff and congressional staffers on requests for assistance, briefings, hearings, and meetings on air and climate related policy. Advise EPA technical staff on the development of responses to inquiries from Congress, usually working under tight deadlines as a result of legislative activity and other congressional priorities.

### Legislation and Policy

Responsible for tracking legislation, devising legislative strategy and making recommendations to senior level management and EPA technical staff on appropriate courses of action in regards to legislative strategy. Assist in the development of responses to technical assistance from congressional staff and committees working with EPA technical staff, advising them on the political nuances associated with these inquiries. Develop understanding of EPA policy and its relation to congressional priorities, particularly the priorities of committees with jurisdiction over EPA and members of Congress who have an interest in agency rules and actions. Develop understanding of the legislative processes using this expertise to forecast impacts on EPA policy and legislation relative to the agency.

### Congressional Hearings, Meetings, and Briefings

Responsible for preparing senior level officials and technical staff within EPA's Office of Air and Radiation for hearings, meetings, and briefings with members of Congress and their staffs. This includes gathering intelligence on issues to be addressed at these hearings, meetings and briefings, often working with congressional staff to identify issues of concern and areas of interest. Preparing for these interactions also includes developing briefing papers and other written materials on the issues to be addressed, holding mock hearings, and managing any follow-up resulting from these engagements. Assist in the development and review of testimony for hearings before Congress. Works with the Office of Management and Budget on interagency review of testimony in preparation for hearings and Questions for the Record after the hearings.

### Special Projects

Serve as the Lean Team Lead for the Office of Congressional and Intergovernmental Relations (OCIR), using the Lean methodology to improve the office's congressional and gubernatorial correspondence process. Responsible for managing and directing the work of this high level project implementing the Lean methodology which is designed to identify wasteful practices in order to improve efficiency in any process. Oversee a team of four OCIR employees, specifically chosen for practical considerations including their involvement in the correspondence process, talent, and work ethic. Specifically approached by OCIR senior management and asked to lead this project because of documented history of successful project management, leadership skills, and ability to implement change.

**Acting Director, Information Management Division (GS - 13/14)** - U.S. Environmental Protection Agency (EPA) – Office of the Administrator, Office of Congressional and Intergovernmental Relations (OCIR), January 2011 – April 2013, Washington, D.C.

### Organizational Management/Supervisory Responsibilities

Supervised the nine member staff of the Information Management Division (IMD) within OCIR, managing the Division's day-to-day operations. These operations included management and execution of the budget, personnel (human resources), records management, correspondence, Freedom of Information Act (FOIA) requests, management of OCIR's IT equipment, travel and training. Lead the IMD staff providing technical and administrative direction. Managed the Division based on organizational goals, budget considerations and staff needs. Responsible for the evaluation of IMD staff performance appropriately rewarding exceptional performance and addressing poor performance. Conducted performance reviews under the Performance Appraisal and Recognition System (PARS). Responsible for staff/personnel decisions regarding promotions and awards. Ensured staff had the tools and resources necessary to perform their duties, suggesting training and other developmental opportunities. Planned for, administered, and utilized money and materials efficiently and effectively to support the staff, programs and the implementation of policy within IMD and OCIR.

### Lead for OCIR Budget Management and Execution

Responsible for the management and execution of a budget of over 8 million dollars, taking the lead on all budget related activities. This required strategic management and planning to ensure OCIR program objectives were met within the constraints of the Fiscal Year appropriation. Conducted regular analysis of all budget areas and functions utilizing the Agency's online fiscal management tools. Responsible for overseeing procurement for OCIR, ensuring the accurate and timely processing of requests. Worked with the Office of Executive Services (OES) within the Office of the Administrator to execute funds as appropriate, reconciling any differences in budget numbers and planning for contingencies based on changing fiscal environments. This included managing OCIR's Personnel Compensation and Benefits (PC&B) budget to ensure hiring practices aligned with available funding. Reported to the PDAA weekly on OCIR's budget, developing detailed reports on the office's fiscal activity. Responsible for developing briefing documents and other written materials in support of OCIR's fiscal activity.

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### Personnel – Human Resources Management

Managed the personnel responsibilities for OCIR. Provided strategic advice to the Principal Deputy Associate Administrator (PDAA) and other OCIR managers regarding staffing, personnel issues, and human resource policy. This included recruitment, promotions and other personnel actions. Managed IMD human resources staff, providing direction and guidance on the development of recruitment actions ensuring that they meet the staffing needs of OCIR. Developed position descriptions and provided guidance on (and reviewed) other personnel actions to ensure accuracy and timely submittal to OES and Human Resources for processing. In conjunction with the PDAA, established hiring goals and objectives for the office based on the forecasting of future needs, availability of funds and objectives of OCIR. Kept abreast of EPA and Office of Personnel Management (OPM) human resources/personnel policies. Provided briefings and presentations to OCIR managers on changes in personnel policy, serving as a resource providing advice and direction on these matters. Served as the Minority Academic Institution (MAI) lead for OCIR, identifying opportunities to engage MAI's through internships and programming. Made recommendations to the PDAA regarding diversity and inclusion, and Equal Employment Opportunity (EEO) policy issues, developing strategies and programs to address these areas including the development OCIR's submission for the annual MD-715 report.

### Correspondence, FOIA, and Records Management

Supervised and provided direction to the Congressional Correspondence Unit (CCU), overseeing their operations to ensure that letters from Members of Congress and Governors were responded to within the timeframes established by EPA policy. Provided guidance and oversight to IMD staff related to the processing of FOIA requests assigned to OCIR. Assisted with searches within the Correspondence Management System (CMS), the Agency's online FOIA tracking system, and other repositories of information as needed. Ensured that FOIA requests were properly analyzed and responded to in accordance to regulations set forth by statute. Regularly updated the PDAA and other OCIR managers on the status of requests assigned to OCIR. Worked through the backlog of FOIA requests, pre-dating my tenure as Acting Director, bringing the workload to current status. Ensured records management policies were adhered to by OCIR management and staff, updating them on policy changes as necessary and assisting them with issues associated with records retention. Assisted employees leaving the Agency with records management issues to ensure all necessary records were retained.

### Other IMD Responsibilities

Responsible for the timely acquisition and distribution of IT equipment for OCIR staff including computers, blackberries, and other equipment necessary to effectively perform their duties. Worked with OCIR staff to ensure facilities related needs were met, often serving as the liaison and contact point between OCIR staff and facilities. Responsible for the drafting and timely submittal of various management related reports including those related to personnel, budget, office resources, etc. This included the Federal Managers Financial Integrity Act (FMFIA) report. Served as the lead in developing the OCIR strategic plan and program priorities. Oversaw the development of various Standard Operating Procedures (SOPs) and other materials detailing IMD and OCIR operations. Managed the closing of OCIR's Legislative Library, after conducting an assessment of materials and usage. Digitized documents of import to allow continued access by staff. After closing of the library, developed a plan to consolidate IMD staff (located on different floors) initiating the steps required for a space reconfiguration and move. This process entailed engaging IMD staff, the union, management, and facilitates staff to coordinate the move effort.

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**Special Assistant (GS – 13) - U.S. Environmental Protection Agency (EPA) – Office of the Administrator, Office of Congressional and Intergovernmental Relations (OCIR), July 2006 – December 2010, Washington, D.C.**

#### Congressional Affairs

Served as lead for OCIR on American Recovery and Reinvestment Act (ARRA) related congressional inquiries. This required taking the lead in coordinating with the Appropriations and Cross-Cutting Team and other OCIR congressional liaison staff, various program offices and regions in the Agency to develop responses to these inquiries. Responsible for monthly American Recovery and Reinvestment Act reporting to the House Transportation and Infrastructure Committee on EPA ARRA related progress. Assisted in the preparation of witnesses who testified on ARRA related matters before congressional committees. Identified key congressional issues related to ARRA and briefed senior managers on those issues, providing advice on how best to respond. Assisted in the preparation of Agency nominees for political appointment for their confirmation hearings before Congress. This included scheduling and staffing meetings and briefings with Members of Congress and the nominees. Developed briefing materials used for these meetings for use by nominees and other EPA officials. Coordinated with Senate Environment and Public Works Committee staff on issues related to the nominations. Served as the liaison between the Administrator's Immediate Office and OCIR coordinating a variety of activities including congressional notifications and Administrator level events with Members of Congress and other elected officials. This required leading efforts involving coordination between OCIR, the Administrator's Office and the offices of Members of Congress on events, congressional notifications, scheduling requests, etc. Maintained relationships with congressional staffers, often times being the point of contact for OCIR.

#### Congressional Correspondence

Managed the Agency's congressional and gubernatorial correspondence process, providing guidance and direction to the OCIR Congressional Correspondence Unit resulting in an average of less than one overdue letter per week over the course of two years. This required tracking responses to incoming letters from Members of Congress and Governors to ensure timeliness. Provided advice and direction to the Congressional Correspondence Unit and OCIR management and staff on how to best handle the processing and timely dispatch of outgoing letters. Developed and implemented policies for the correspondence process working with various Agency staff including senior officials, regional and program staff. Reviewed and analyzed all congressional and gubernatorial correspondence (including FOIA responses) leaving the Agency for proper content and accuracy.

#### Organizational Management/Front Office Responsibilities

Took the lead in developing and implementing organizational policies, defining administrative requirements and provided advice to management on those issues. Assisted the PDAA in the development of budget and hiring plans, analyzing PC&B and drafting reports on the personnel budget for use in strategic planning.

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**Special Projects (GS – 12)** - U.S. Environmental Protection Agency (EPA) – Office of Solid Waste and Emergency Response (OSWER), Federal Facilities Restoration and Reuse Office (FFRRO) October 2008 – February 2009 (Detail), Washington, D.C.

FFRRO Strategic Planning

Served as the lead for developing the strategic direction of FFRRO which involved assessing current activities and working across the office and regions to identify workable paths for moving the organization forward. Briefed management on feedback received from various parties regarding the strategic direction and advised on ways to conceptualize and communicate the strategy. Developed presentation used by management to communicate strategy to Agency staff and external parties.

Communications

Developed high priority detailed communications to all federal agencies with sites on the National Priorities List (NPL). These communications outlined the status and expectations of those sites and required a keen understanding of the NPL process and agencies with sites listed. The information had to be highly accurate and was vetted through Agency and regional staff in order to prepare it for signature by the Associate Administrator for OSWER. These letters also announced the continuations of efforts to align performance measures between the EPA and the Department of Defense.

**Environmental Protection Specialist (GS-9)** - U.S. Environmental Protection Agency (EPA) – Office of Enforcement and Compliance Assurance (OECA), September 2005 - July 2006, Washington, D.C.

Environmental Management System (EMS) Policy Support

Worked with Agency staff and the Office of the Federal Environmental Executive to support Presidential Executive Order (EO) 13148 which required all Federal Agencies to have an EMS in place and functioning by December 2005. Evaluated and rated annual reports submitted by various federal agencies detailing their progress towards meeting the EO 13148 requirements. Developed an inter-agency EMS auditing program to be used in an effort to help agencies comply with the EO. Created communications material on EMS and federal facilities to help enforcement inspectors promote the use of these systems.

State Clean Energy Policy Support and Research (Detail- Office of Air and Radiation)

Worked with the Clean Energy-Environment State Partnership program developing documentation on clean coal technologies to support state efforts in research and potential investment opportunities. Continually supported this effort by coordinating and planning one of the largest Technical Forum Conference Calls sponsored by the group. There were over fifty participants on the call including state environmental, energy and administrative representatives. Worked with Senior Level Executives from the Electric Power Research Institute (EPRI) and the Gasification Technologies Council (GTC), to provide states with technologically sound and up-to-date information regarding clean coal technology. Attended US Senate and House hearings to track status of legislation and activities involving clean energy, specifically with regards to the Energy Policy Act of 2005.

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**Systems Development/Implementation (Internship)** - U.S. Environmental Protection Agency (EPA) – Office of Administration and Resource Management (OARM), Facilities Management and Support Division (FMSD), February 2005 – August 2005, Research Triangle Park, NC

Environmental Management System (EMS) Development

Worked directly with Project Leads to develop and implement an EMS at Agency's largest research laboratory. Evaluated the activities, services and products of several divisions to determine the environmental impacts resulting from their operations. Developed Environmental Management Programs to address these adverse impacts communicating these responsibilities to the appropriate individuals. Continually re-evaluated these programs based on changes in operations ensuring the integrity of the EMS.

Document Maintenance/Control

Produced and evaluated documents associated with the EMS including; Environmental Management Programs, Operational Controls and EMS Procedures. Managed many of these documents creating a database for their electronic storage. Presented these documents to Project Leads and Senior Management for approval. Worked with all levels of staff to implement the content of these documents coordinating efforts amongst several different offices and divisions.

Master Planning

Developed the outline for EPA Research Triangle Park's Sustainable Campus Master Plan. Coordinated project with several offices and divisions to incorporate all essential aspects of the master planning process. Researched green and sustainable practices implemented in the original design of the campus. The master plan will serve as the vision of the campus for the next twenty years, providing guidance for enhancing the sustainable design of the campus.

**EDUCATION**

M.A. History, North Carolina Central University- May 2005

B.A. History, North Carolina Central University- December 2001

**OTHER QUALIFICATIONS**

Human Resources Management – Training Course

Clear Writing through Critical Thinking- Training Course

ISO 14001 Environmental Management Systems Lead Auditor Training Course

Public Policy and the Environment Course – University of Maryland

Environmental Law and Finance Course – University of Maryland

**HONORS/EXTRACURRICULAR ACTIVITIES**

Quality Step Increase – 2010

EPA Bronze Medal Award – 2007

Phi Alpha Theta- Historical Honor Society- 2002

Pi Gamma Mu- International Honor Society for the Social Sciences- 2002

Vice-President, North Carolina Central University's Graduate Students Association-  
August 2002- May 2003

References Available Upon Request

Kevin J. Bailey